



**USAID**  
FROM THE AMERICAN PEOPLE

# Strategic Measurement, Strategic Alliances

Outcomes-based Measurement as a Tool  
to Identify and Build High-Value Public-Private Alliances

U.S. Department of State  
Fourth Annual Conference on Program Evaluation  
June 7-8, 2011

Rob Schneider, Senior Alliance Advisor, ODP/PSA, USAID  
Cheryl Davenport, Manager, Mission Measurement  
Dave Besch, Technical Area Manager, DAI



**USAID**  
FROM THE AMERICAN PEOPLE

# Today's Discussion

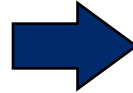
- Global Development Alliance: An Ongoing Evolution
- Measuring Alliances: What We've Learned and Where We're Headed
- Practical Advice: Building and Measuring Alliances to Maximize Development



**USAID**  
FROM THE AMERICAN PEOPLE

# History & Evolution

## **GDA – First 5 Years** (2001-2006)



## **GDA – 2.0** (2006-2009)

- Largely implementer led
- Opportunistic approach
- Catalyzed by DC using incentive fund & annual program statement
- Helped private sector meet philanthropic goals
- One-off pilots
- Focus on leveraging cash

- USAID 'at the table'
- Tied to Mission strategy
- Catalyzed in the field using Mission funding
- Helped private sector address core business interests
- Scaling successful models
- Focus on leveraging cash, knowledge, technology and other resources



**USAID**  
FROM THE AMERICAN PEOPLE

# Where We Want To Be

## Our Goal: GDA – 3.0

Alliances produce incremental value; enhance development outcomes in terms of:

- Scale
- Effectiveness
- Efficiency
- Sustainability
- Systemic Change

### **In order to achieve GDA 3.0 we must...**

- Utilize measurement to influence outcomes
- Design specific metrics to capture value of working in partnership



## Research Questions

- How do we **currently** capture the value of partnering with the private sector?
- In which scenarios are private-public partnerships **most valuable**?
- What **metrics** will best drive and measure the value of working with private sector?

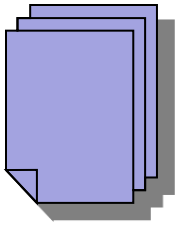
## Approach

- Measure outcomes as a proxy for value
- Focus on value of partnerships with companies (MNCs & local)
- Apply reflective, observational analysis
- Forge a link between measurement & strategy



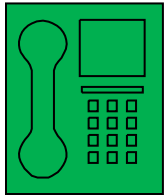
**USAID**  
FROM THE AMERICAN PEOPLE

# Data Sources & Analysis



## **Collected data and information on 70 alliances**

Sample drawn from GDA database and limited to alliances with at least one private sector, for-profit partner (company), and at least 2 years old



## **Conducted 27 phone interviews with > 35 individuals closely affiliated with alliances**

Focused on development outcomes; desired and actual value of private sector partners



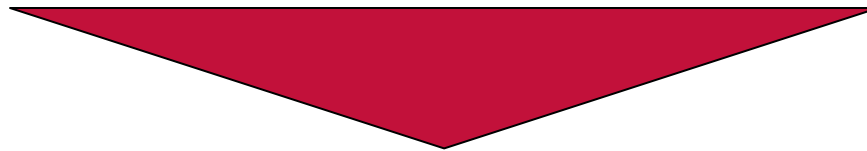
## **Compiled and analyzed alliance measurement data and outcomes through iterative process**

Assessed outcomes, measurement, and intended private sector roles and values



# Summary of Key Findings

1. What's **measured** today is not what's **valued**
2. The **value of working with companies** takes many shapes and forms; leverage is just one
3. Three distinct **models of collaboration** produce this range of value



Going forward: **Increase alignment to drive impact**

- Align desired results with model of collaboration
- Align metrics with outcomes



**USAID**  
FROM THE AMERICAN PEOPLE

# The Gap: Value & Metrics

## What's Measured Today: Type of Metrics      Appearance Among Alliances

### Compliance

- Descriptive, administrative

84%

### Process

- Implementation, execution

66%

### Outcomes

- Development progress

37%

### Private Sector Value

- Incremental value

26%

Note\*: Reported data includes documents from USAID Development Experience Clearinghouse website: Annual Progress Report, MOU, Program Evaluation Report, Key Indicator Survey, Results Framework, Project Summary and Performance Management Plans (as available).





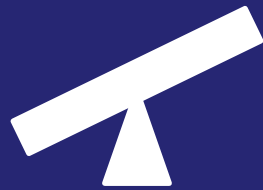
# Private Sector Roles by Outcome

| Common Outcomes  | Range of Private Sector Roles   |
|--|---|
| 26% Increase commercial growth and value chain development     | <ul style="list-style-type: none"><li>• Invest in local business / SMEs</li><li>• Provide knowledge sharing, technical assistance or other expertise</li><li>• Supply products, services and technology to local businesses</li><li>• Purchase local products, raw materials or other outputs</li></ul>                     |
| 20% Improve individual health and reduce disease and mortality | <ul style="list-style-type: none"><li>• Donate products, services or technology</li><li>• Support infrastructure and facilities</li><li>• Donate or lower cost of distribution</li><li>• Enhance provider training and capacity building</li><li>• Develop, distribute and sell products, services and technology</li></ul> |
| 17% Increase employment and income                             | <ul style="list-style-type: none"><li>• Sponsor training and workforce development</li><li>• Provide technical assistant to improve workforce employability</li><li>• Create new jobs and income</li></ul>  |
| 16% Increase access to products, service and technology        | <ul style="list-style-type: none"><li>• Donate products, service or technology</li><li>• Support distribution systems</li><li>• Support public awareness and behavioral change</li><li>• Develop, distribute and sell products, services and technology</li></ul>   |



**USAID**  
FROM THE AMERICAN PEOPLE

# Three Models of Partnership



**Leverage  
Model**



**Expertise  
Model**



**Market  
Model**

**Percent of  
Sample**

37%

33%

30%

**Private  
Sector Role**

Passive resource  
provider

Technical expert;  
active resource  
provider

Buyer, supplier,  
employer or  
investor

**Value**

Scale

Effectiveness

Sustainability

**Example**

Communications  
for Healthy Living  
PPP (Egypt)

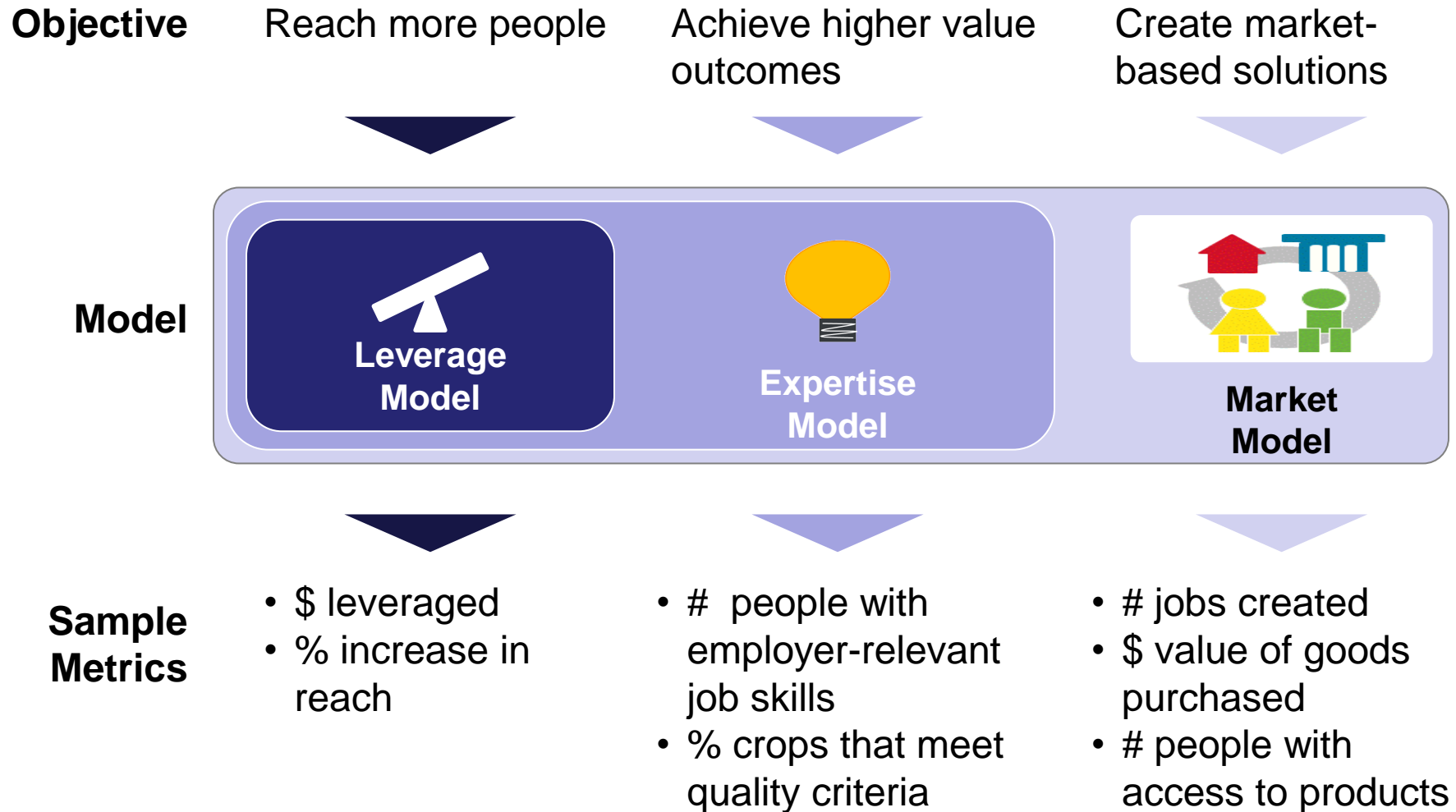
ICT in Education  
(Kenya)

Heinz Alliance  
(Egypt)



**USAID**  
FROM THE AMERICAN PEOPLE

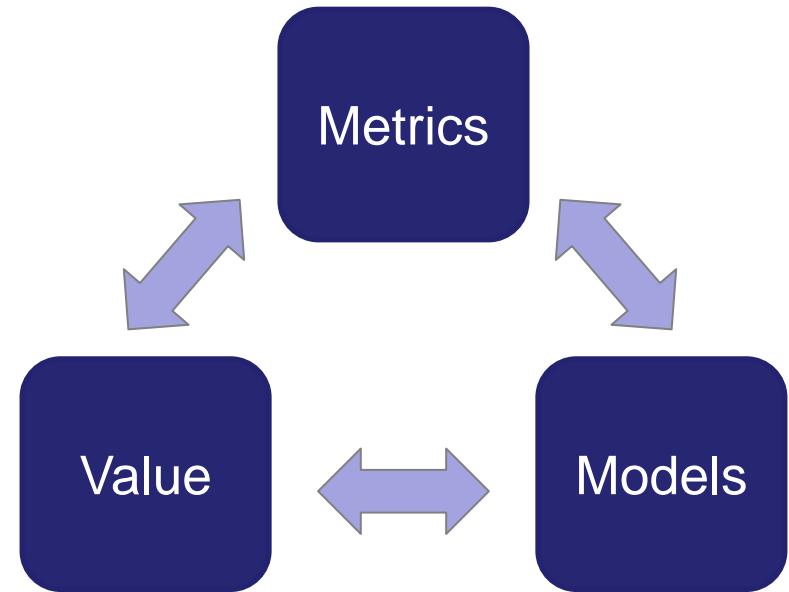
# Aligning Goals, Models and Metrics





# Research Implications

1. Raise the bar for the way in which we work with companies
2. Match our model of engagement with the results we aim to achieve through collaboration
3. Increase alignment between desired results and metrics used





**USAID**  
FROM THE AMERICAN PEOPLE

## Contact Information

- Rob Schneider
  - Email: [roschneider@usaid.gov](mailto:roschneider@usaid.gov)
  - Phone: 202-712-1763
- Cheryl Davenport
  - Email: [cdavenport@missionmeasurement.com](mailto:cdavenport@missionmeasurement.com)
  - Phone: 312-541-8004
- Dave Besch
  - Email: [dave\\_besch@dai.com](mailto:dave_besch@dai.com)
  - Phone: 301-771-7226



**USAID**  
FROM THE AMERICAN PEOPLE

# Alliance Profiles

|                                       | Communications for<br>Healthy Living – Egypt   | ICT in Education - Kenya   | Four Thousand Tons<br>Per Day Alliance - Egypt  |
|---------------------------------------|--|--|---|
| <b>Initial Year</b>                   | 2006   | 2008   | 2008  |
| <b>Project Description</b>            | The aim of this alliance is to improve the health and lives of people in Egypt through developing and implementing programs that result in behavioral change and improved health in areas of: maternal and child health; lifestyles as related to the of mother and baby; and family planning and reproductive health. | The objective is to produce an adequate number of teachers, teacher trainers, and education managers equipped to teach or train in an increasingly demanding world driven by environment and technology. | The objectives of this alliance are to enhance the capability of small farmers, predominantly in Upper Egypt, to serve as reliable suppliers of high value horticulture to processors and other buyers, and to integrate 8,000 farmers into a sustainable and competitive high-value horticultural value chain anchored by Heinz. |
| <b>Partner Contributions</b>          | \$1,075,175  | \$4,500,000  | \$450,090   |
| <b>USAID Contributions</b>            | \$4,958,521  | \$1,000,000  | \$1,750,000   |
| <b>Partner Composition</b>            | Local & Multinational  | Local & Multinational  | Only Multinational  |
| <b>Sample Private Sector Partners</b> | B-Connect, EFG-Hermes, Orascom Telecom, P&G, Roche, United Company for Pharmacists/Middle East for Chemicals, Vacsera  | Cisco Systems, Inc., Intel Africa, Microsoft Africa, Multichoice   | Heinz   |
| <b>Development Outcome</b>            | Improve individual health and reduce disease and mortality   | Improve education and training   | Increase employment and income  |
| <b>Alliance Model</b>                 | Leverage Model   | Expertise Model  | Market Model  |